

BLOCK 1

Team Structures

&

Open Communication



**Major Laureli Mazik, HQ
AFSPC/LGC**

CONTRACTING IS INFLEXIBLE

OUR REQUIREMENTS ARE NOT BEING MET

WE ARE NOT GETTING THE QUALITY SERVICE WE EXPECTED

THAT IS NOT HOW THE COMMERCIAL WORLD DOES IT

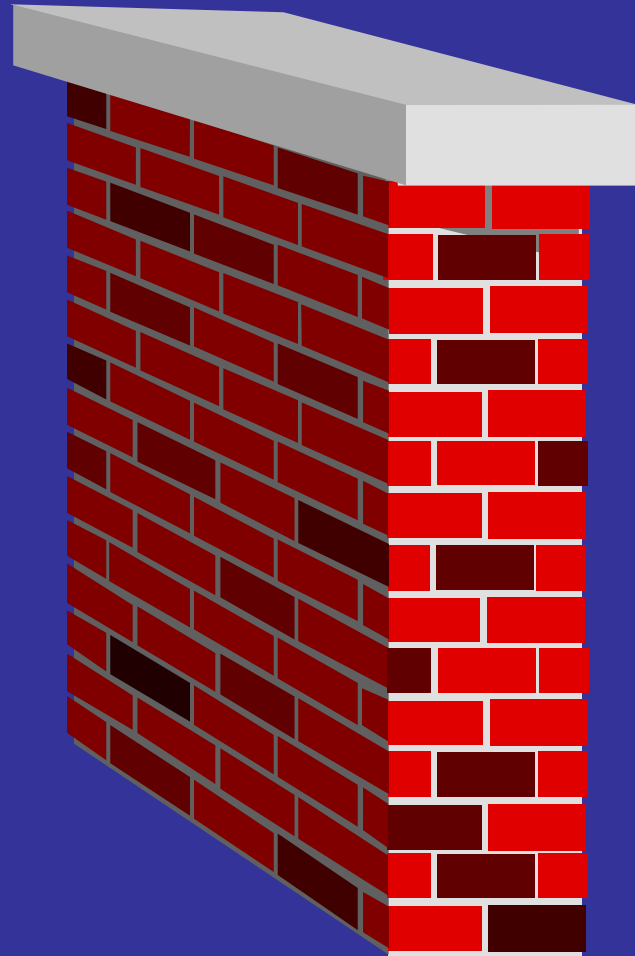
REQUIREMENTS ARE NOT CLEARLY DEFINED

DO MY JOB
MAKE MONEY

Here it comes



Functionals



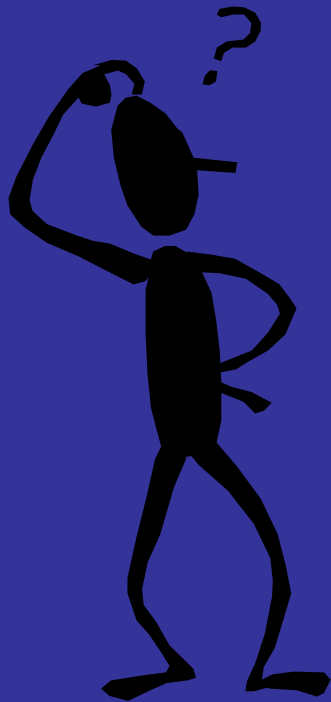
PR
Package

Contracting

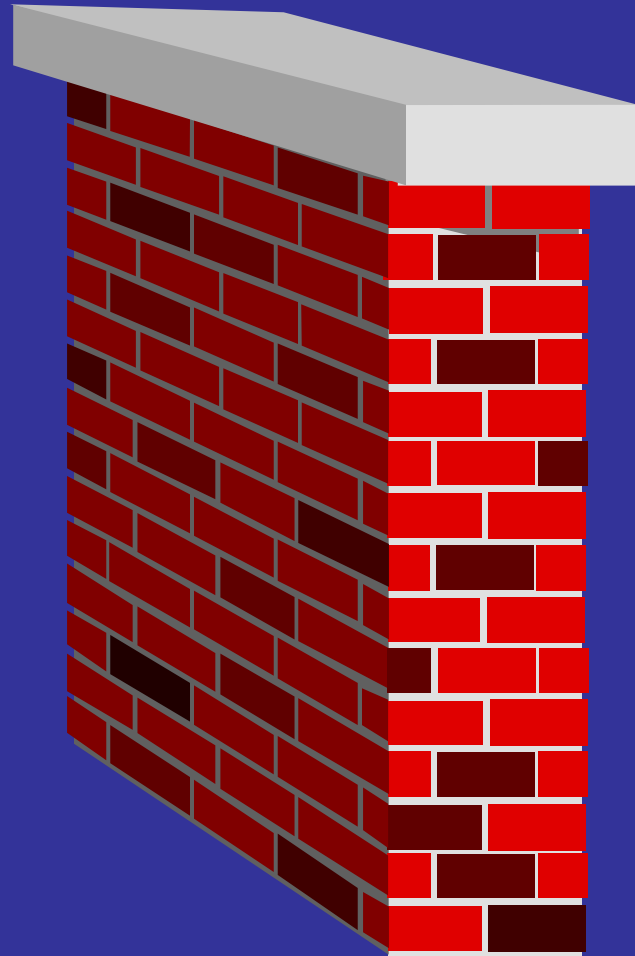
PR
Package



Incomplete -
I am sending it back!

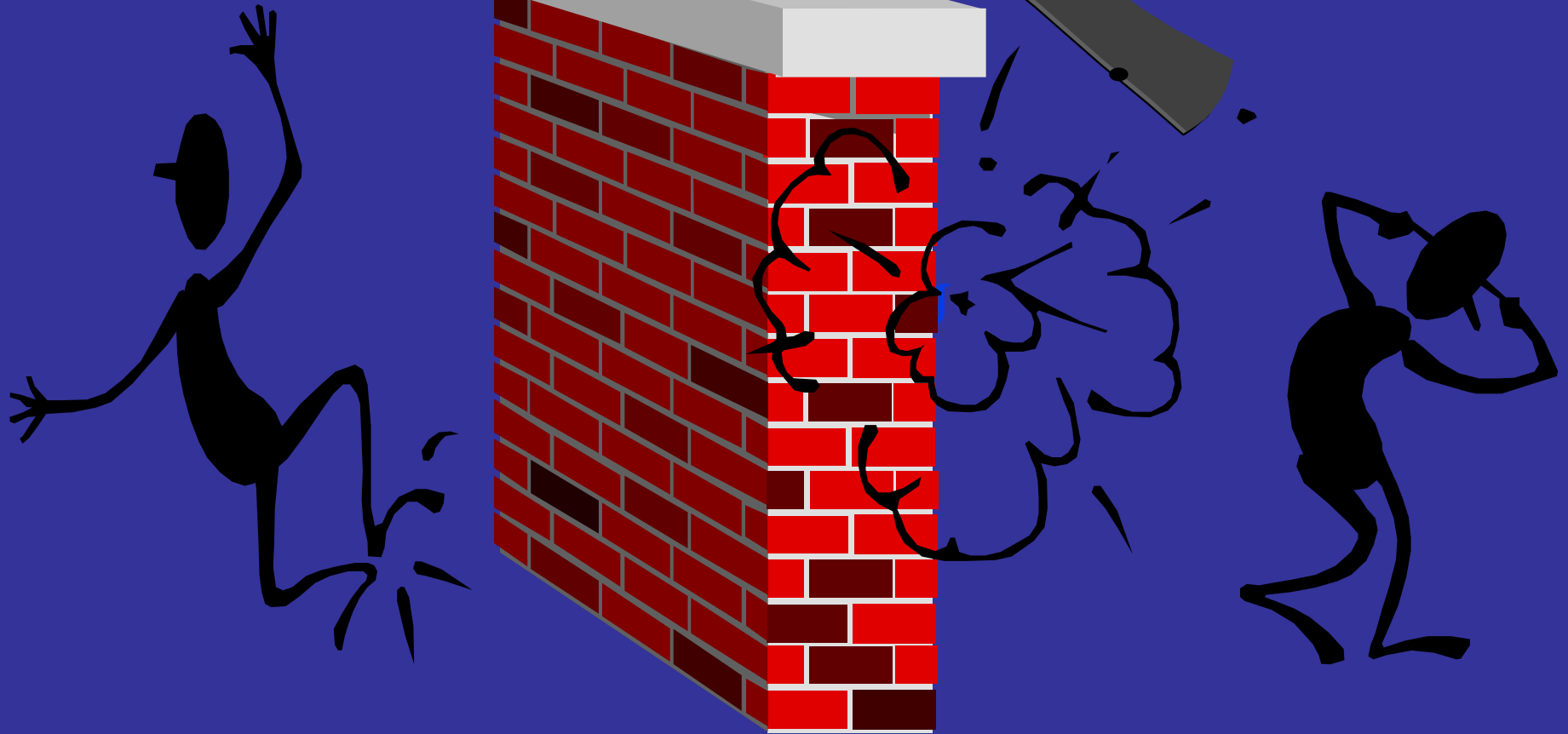


Functionals



Contracting

THE COLD WAR IS OVER



Functionals

Contracting

TEAM WORK

FAR Part 1.102-3 and 4, Acquisition Team

**work, unity of purpose, and open communication in s
the vision and achieving the goal is encouraged**

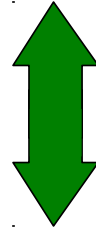
Outline

- ***Emphasis on Acquisition Team Approach***
 - **Performance Management Council**
 - **Installation Business Advisor**
 - **Business Requirement and Advisory Group (BRAG)**
 - **Functional Director or Functional Commander**
 - **Performance Management Office**
- ***Open Communication and Teaming***
 - **Within the Government**
 - **With Contractors**

THE BIG PICTURE

Installation Commander
Performance Management Council

**Strategic
Sourcing**



**Business
Planning**

CONS/CC

Industry/Contractors **Director of Business Operations** **Functional Directors**
Installation Business Advisor

**Market Research
Partnering**

Teaming

BRAG



Wing Business Strategy / Acquisition Strategy / Performance

Performance Management Council

- **Performance Management Council (IAW AFM 63-124)**

Established when base service contract(s) span multiple groups, and/or tenant organizations

Chaired by: Installation Commander

Members: (Group Commanders / Senior Staff / Small Business Specialist)

Role : Assists the Installation Commander in assessing base service contracts that span multiple groups (functionals), and/or tenant organizations

Performance Management

• Responsibilities (IAW AFI 66-04) Council

- Assessing effectiveness of contractor operations in all functional areas***
- Addressing budgetary issues***
- Verifying effectiveness of Government contract management***
- Approving agendas for formal Government/contractor partnering programs***

Performance Management Council

- **Performance Management Council (IAW HQ AFSPC)**

Additional Purpose: Develop Wing Business Strategy

Chaired by: Installation Commander

Members: (Group Commanders / Senior Staff / Small Business Specialist)

Role : Assists the Installation Commander in developing Wing Business strategy based on all mission requirements and business goals. Integrate strategic sourcing initiatives where applicable: developing a business approach that ties commercial business activity to the installation business goals.

Performance Management

- ***Responsibilities (IAW HQ AES Council)***

- **Do Strategic Planning**
- **Develop Business Goals**
- **Integrate Strategic Sourcing Initiatives**
- **Evaluate Wing Organization**

Bottom Line: Make Wing Business Decisions

Installation Business Advisor



- **Installation Business Advisor**

**Generates and Advocates Business Options to assist the
Installation Commander and Functional Commanders in
Developing Business Strategies**

OPR: CONS/CC or Director of Business Operations

Role: Advocate and implement acquisition reform initiatives,
conduct business more efficiently to meet customers needs,
change the way we work with contractors/industry and foster
teamwork

Installation Business Advisor



- ***Duties Include:***

- **Update Installation Commander (at least twice a year)**
- **Form BRAGs**
- **Strategic Sourcing**
- **Be Proactive on Market Research**
- **Venture Out - Help Customers - Extend Boundaries**
- **Expert on Existing Tools - Adapt and Execute New Tools**
- **Team/Partner with Contractor - Performance Parameters**
- **Share Smart Business Processes/Practices**
- **Advocate Centralized Performance Management Office**

BRAG

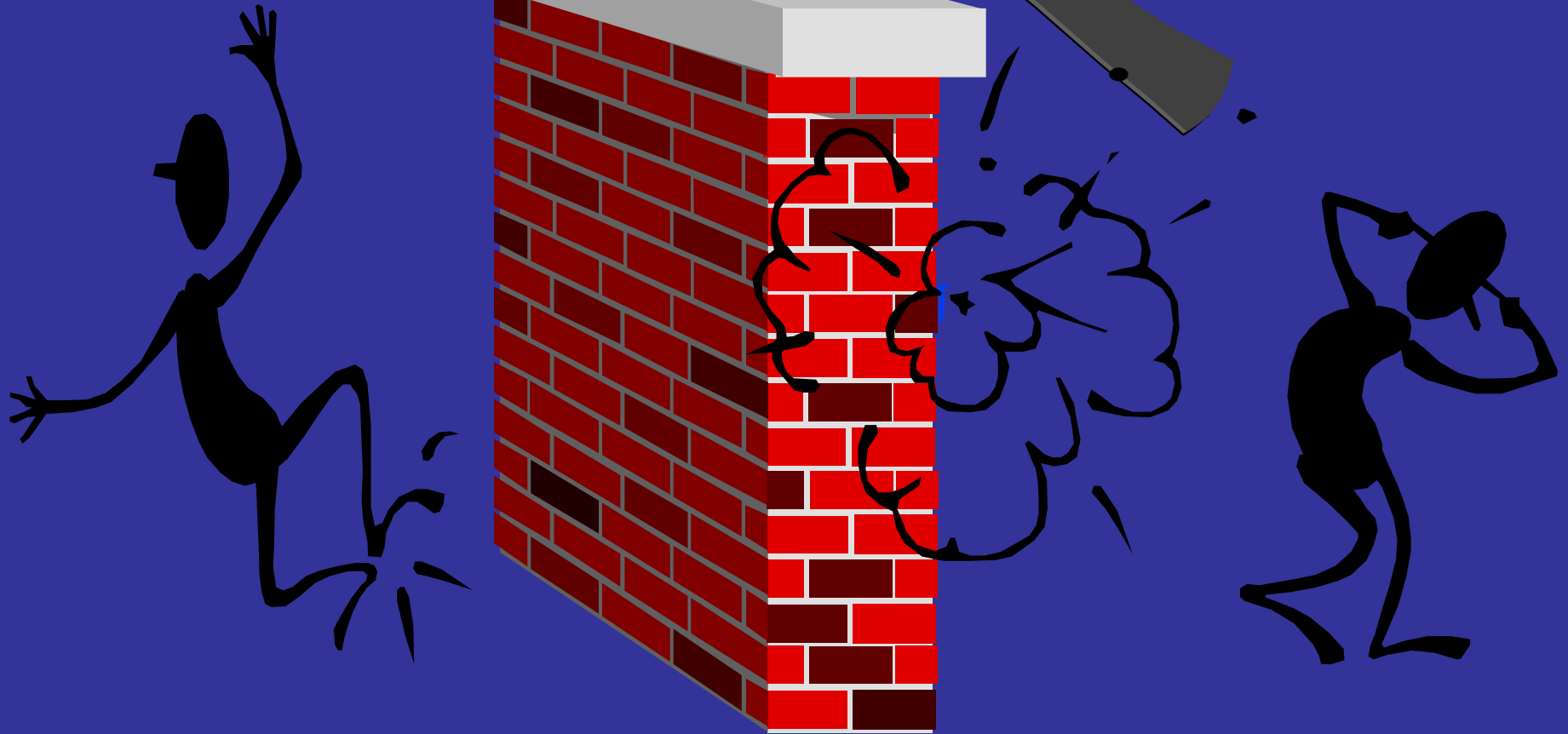


- **Business Requirements and Advisory Group**
Customer-focused multifunctional teams to plan and manage service contracts throughout the life of the requirement

Members: People with authority/responsibility to effect the procurement from inception through the follow-on contract

Role: Acquisition planning, development, and performance management for new (including A-76 studies) and follow-on service contracts

THE COLD WAR IS OVER

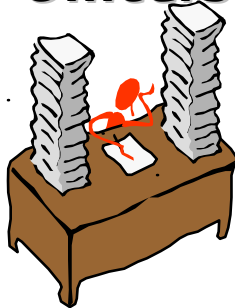


Functionals

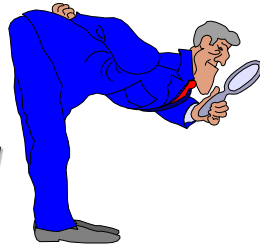
Contracting

BRAG

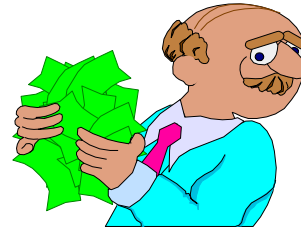
**Contracting
Officers**



QAEs/QASS



FM



**Small
Business**



**Program Managers/
Functionals Requirements**



DCMO

DFAS

BRAG



- ***Not a new concept***
 - **Working Group**
 - **Acquisition Team**
 - **IPT**
 - **Steering Group (A-76)**

Bottom Line: Together, team builds the acquisition strategy, purchase request package, solicitation and executes performance management.

BRAG



- **Formation Requirements**

One BRAG for each single acquisition

OR

One BRAG to manage multiple acquisitions

BRAGS can be formed to support major customers (LG, SG etc.,) and their requirements or they can be formed for each procurement regardless of the major customer

- **The contracting squadron commander establishes BRAGS**
- **A BRAG is required for every requirement operating under this AFI**

BRAG



- ***Responsibilities***

- **Business/acquisition strategy development to provide innovative solutions that promote best value business decisions on performance-based service contracts to meet customer requirements**
- **Market Research : The exchange of information with industry and other business experts**
- **Requirements and solicitations development to include the appropriate performance thresholds**

BRAG



- ***Responsibilities***

- **Encourage the use of incentives and implement partnering with the contractor**
- **Source Selection**
- **Contract performance management**
 - **Analyze contractor metrics and contract submittals**
 - **Evaluate performance for payment (to include award fee)**

BRAG



- ***Responsibilities***
 - **Document Past Performance Information (PPI)**
 - **Brief the Contracting Squadron Commander as determined by the Contracting Squadron Commander**
 - **Update the Installation Performance Management Council as required**

Functional Director or Commander



- **Functional Director or Functional Commander**

Assigns competent and capable functional experts to the BRAG who will be available full time or as warranted by the procurement

OPR: Person responsible for a functional area

- **Other Duties Include:**

- Ensure Development of Requirements Package**

- Assigning primary and alternate QA personnel as required**

- Prepare and coordinate exemptions from this AFI**

Performance Management Office



- **Performance Management Office (Optional)**

A centralized quality assurance structure that handles all service contract quality assurance for the installation

Role: Implement Installation Quality Assurance Program: Perform Quality Assurance Planning, Insight, Training and Monitor QA Plans

Added to 63-124



- Benefits on Performance Management Office

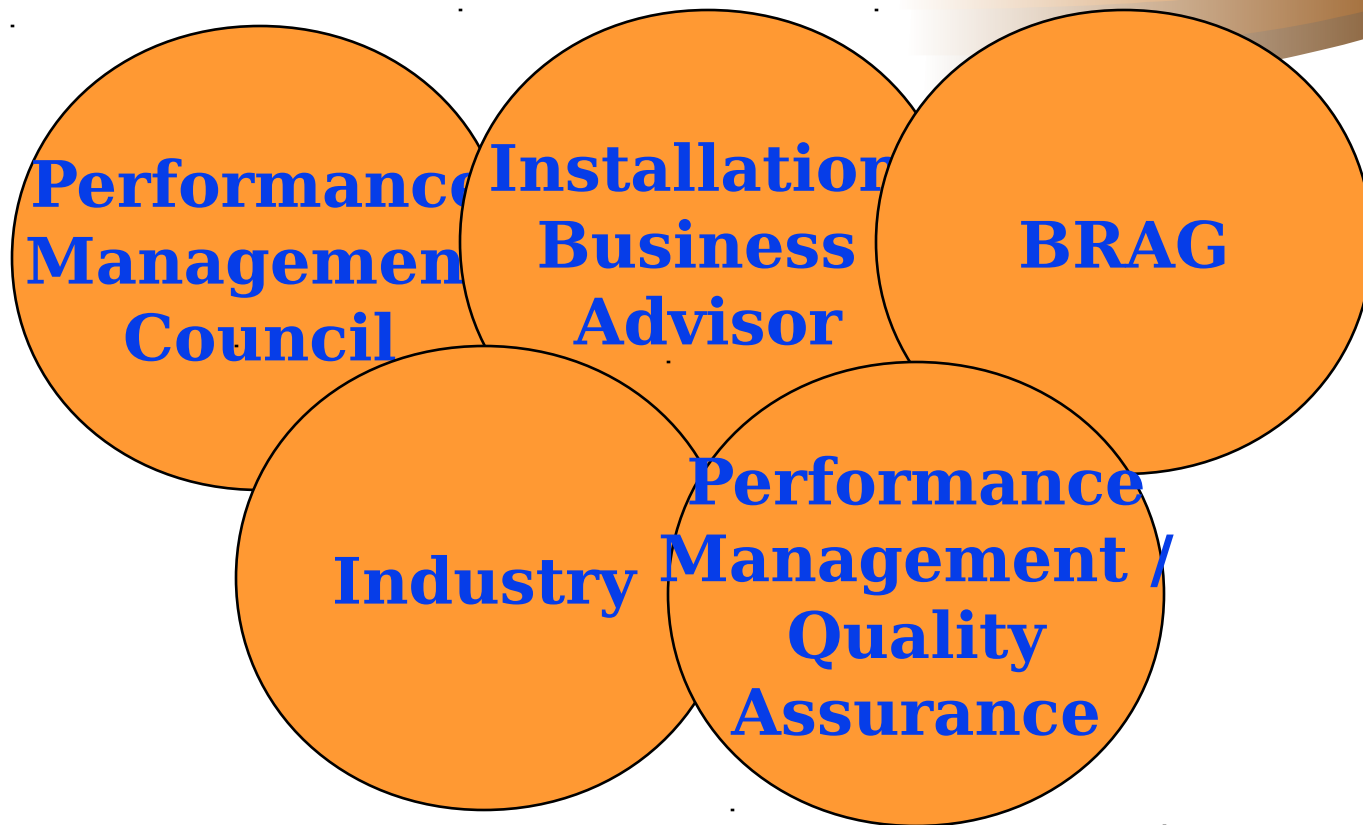
- **Requires Fewer Resources / Provides Continuity**
 - **Allows elimination of many functional QAEs**
 - **Centralized Training**
- **Quickly Applies Best Practices Across Contracts**
- **Provides Central Focal Point for Customer Needs**
- **Increases Consistency and Credibility**
- **Centralizes Management**
- **Conversion of QAEs to QASs**
- **Smaller More Efficient Force**

Performance Management / Quality Assurance

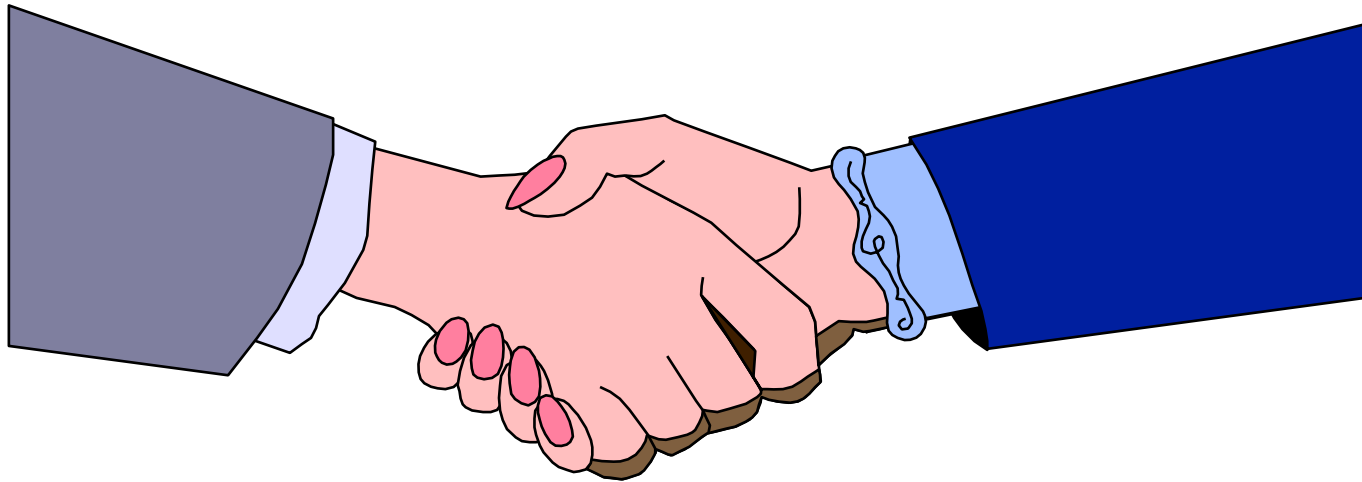
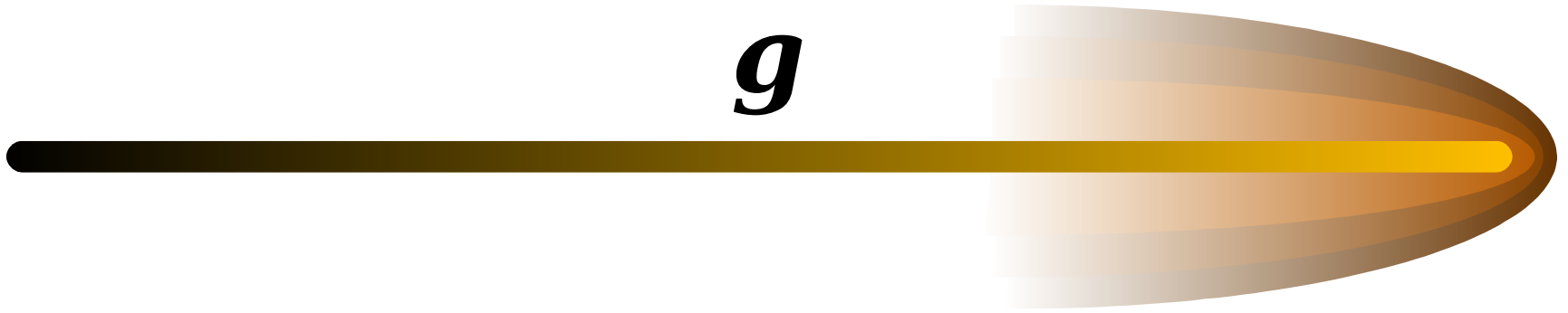


- ***Responsibilities***
 - **An individual from the area of performance management (quality assurance) must be part of the BRAG**
 - **Adopt commercial quality assurance practices**
 - **Performance Thresholds are developed along with SOW**
 - **Quality Assurance Plan developed along with SOW**

How Do We Get Synergy



Open Communication/Teamin g



Open Communication/Teaming

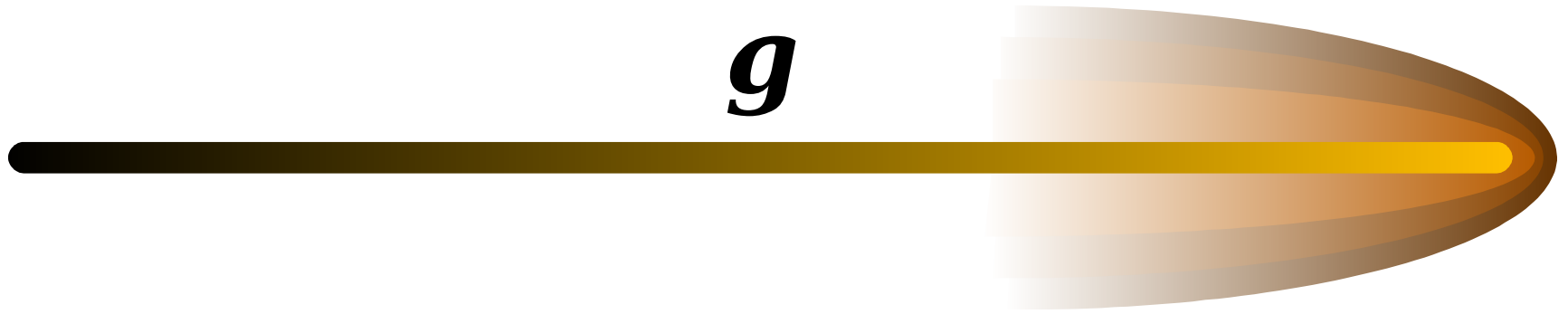


Teaming within the Government

Partners in Teamwork

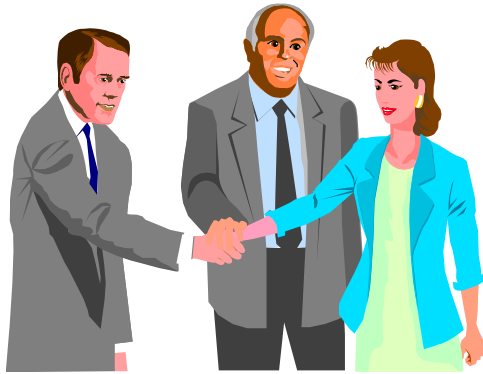
Objective: To develop comprehensive business plans and establish BRAGs at appropriate time to complete acquisitions to meet mission needs

Open Communication/Teaming

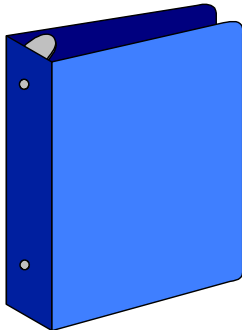


**How Do We Build Teaming
Relationships within the
Government**

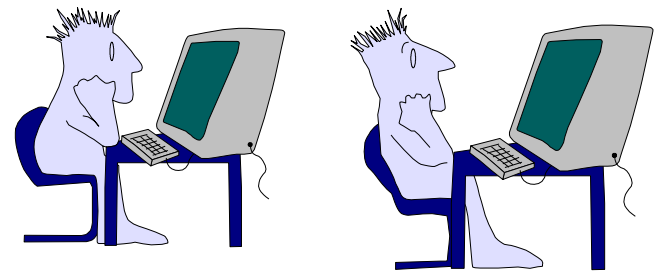
How to Build Teaming within the Government



Invite each other to planning meetings / staff meetings Monthly/Quarterly



Develop Joint Business Plans



Co-locate Contracting into Functional Area

Open Communication/Teaming



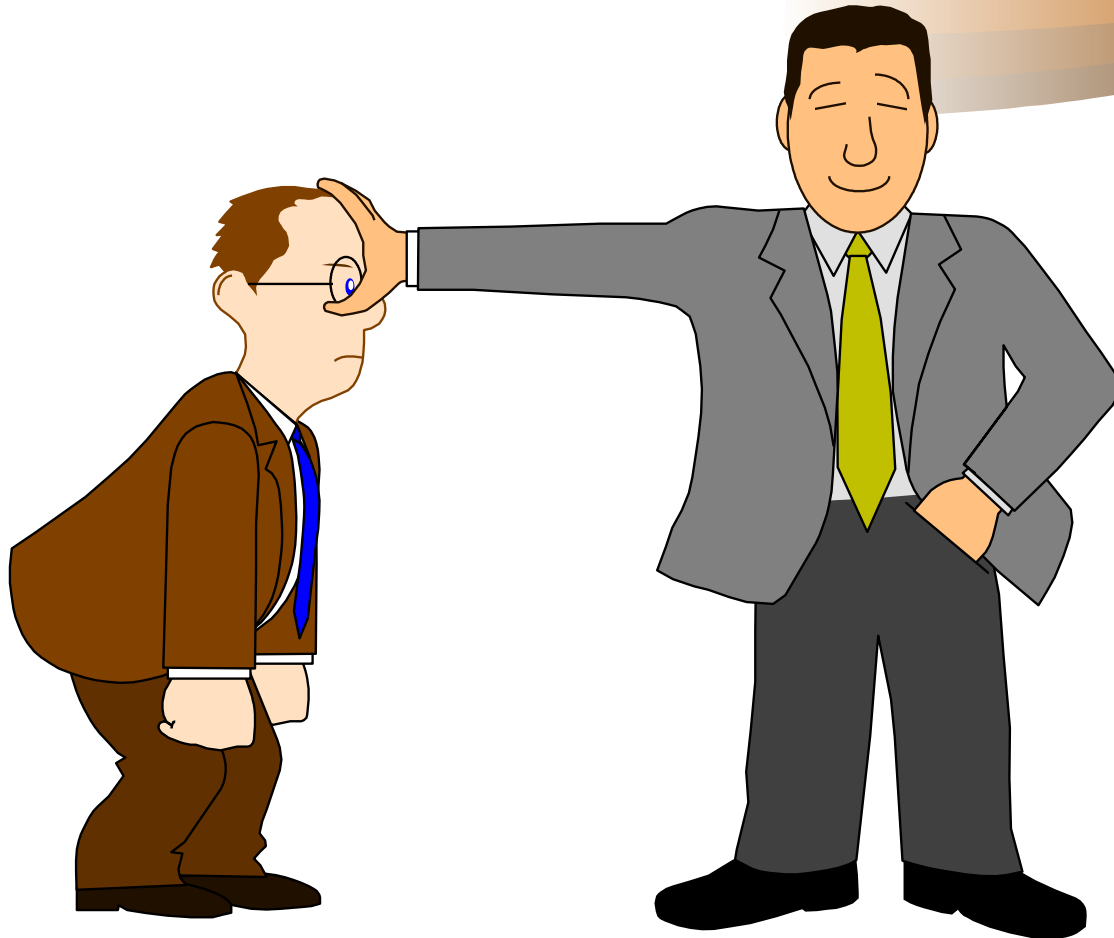
- **Open Communication with Industry**

“We strongly encourage planning, requirements and acquisition offices throughout the Air Force to more openly communicate with industry . . .”

Assistant Secretary of the Air Force (Acquisition) Jun 97

Objective: To support our goals of providing better, faster, cheaper and smoother acquisition support to our war fighters

Open Communication/Teamin g



Open Communication/Teami ng



- ***Open Communication with Industry***
 - **Aggressive market research using industry input to identify market capabilities and technological solutions**
 - **Aggressive market research to identify good business practices**
 - **Solicit industry inputs to our search for innovative concept solutions to mission requirements**

Communication/Teaming



- ***Open Communication with Industry***
 - Solicit industry inputs to obtain valuable contributions that enhance acquisition strategy development
 - Engage industry in drafting of solicitations
 - Openly share / get feedback evaluation standards for better proposal development

Communication/Teaming



- ***Open Communication with Industry***
 - **Treat all prospective offerors fairly and impartially with a goal of increasing their understanding of technical and business requirements**
 - **Consult with BRAG, CO, Legal**
 - **Have a plan**

Communication/Teaming

- ***What is NOT considered teaming with contractors***
 - **Government Doing Work that Contractor is being paid to Perform**
 - **Joint Performance**
 - **Contractor Doing Work Beyond the Contract Requirements**
 - **Having Expectations**

Communication/Teaming



**Primary Objective of Team
Work:**

***Higher Quality Contracts and
Less Rework***

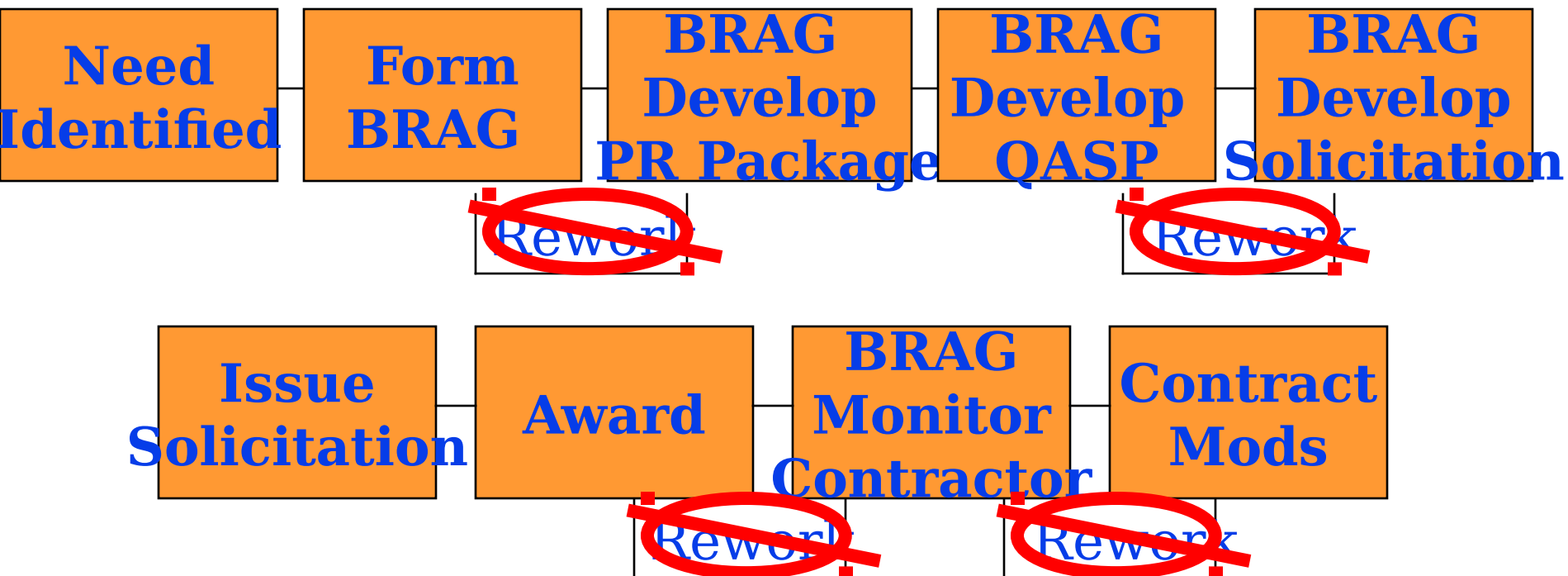
Open Communication/Teaming

PRE AFI 63-124



Open Communication/Teaming

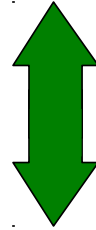
Post AFI 63-124



THE BIG PICTURE

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Performance Management Council

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Sourcing**



**Business
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**Market Research
Partnering**

Teaming



Wing Business Strategy / Acquisition Strategy / Performance

Conclusion



***Promotes A Nurturing Teamwork
Environment***

***New cooperative attitude in
developing and managing
government service contracts***